

Message Text

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PAGE 01 DAKAR 03212 01 OF 06 011342Z
ACTION AF-10

INFO OCT-01 ISO-00 ONY-00 /011 W
-----123564 011448Z /50R
R 010800Z MAY 78
FM AMEMBASSY DAKAR
TO SECSTATE WASHDC 3883

LIMITED OFFICIAL USE SECTION 1 OF 6 DAKAR 3212

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

E.O. 11652: N/A
TAGS: OGEN, AFSP, PEPR, AMGT, SG
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT
(GORM) PROCESS

REF: (A) DAKAR A-17 OF 21 FEB 78, (B) STATE 063477, (C) STATE
085730

1. DAKAR'S RESPONSE TO THE DEPARTMENT'S INSTRUCTIONS
(REF B) FOR THE FY 1980 GORM PROCESS IS SUBMITTED IN THE
FOLLOWING PARAGRAPHS. THE EMBASSY STATEMENT OF U.S.
GOALS AND OBJECTIVES IN SENEGAL, FORWARDED TO THE DEPT.
IN AIRGRAM FORM (REF A) A-17 ON 21 FEB 78, SHOULD BE
CONSIDERED AN INTEGRAL PART OF THIS PRESENT GORM SUBMISSION.
WE HAVE AVOIDED REPEATING OUR ANALYSIS AND THE DETAIL OF
OUR GOALS AND OBJECTIVES EXCEPT TO THE DEGREE REQUIRED
TO MAKE THIS PRESENT GORM ANALYSIS COMPLETE AND TO
CONFORM WITH THE INSTRUCTIONS IN REF B.

2. I CAN SUMMARIZE OUR FINDING VERY BRIEFLY IN THREE
MAIN POINTS: A. FIRST, THE EMBASSY CAN OPERATE AND CONTINUE
TO CONCENTRATE WITH SUCCESS ON MAJOR GOALS AND OBJECTIVES
AT THE 90/95 PERCENT LEVEL, BUT WITH SOME FALLING OFF IN
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THE VOLUME AND SCOPE OF COVERAGE IN POLITICAL REPORTING,
ESPECIALLY IN LABOR AFFAIRS. THE SERVICES OF THE REGIONAL
POLITICAL/LABOR OFFICER IN SOME NINE WEST AFRICAN COUNTRIES
WOULD BE LOST.

B. SECOND, HOWEVER, WITH THE DOUBHING AND TRIPLING OF
THE SIZE OF OUR MISSIONS IN SOME NEIGHBORING COUNTRIES,
REQUIREMENTS FOR A BROAD RANGE OF ADMINISTRATIVE SUPPORT

SERVICES LEVEED ON DAKAR HAVE GROWN MARKEDLY DURING THE PAST THREE YEARS. OUR ADMINISTRATIVE SECTION IS WORKING HARDER AND HARDER TO STAY IN PLACE. WE WILL BE NEEDING A FEW ADDITIONS, AMERICANS AND LOCALS, THE THE EMBASSY ADMINISTRATIVE STAFF IF WE ARE TO SERVICE PROPERLY THE GROWING NEEDS OF NEIGHBORING POSTS.

C. THIRD, THE ACTIVITIES OF OUR LARGEST AGENCY IN SENEGAL, AID, MESH WITH MISSION GOALS AND CONSTITUTE THE MAIN PILLAR OF SUPPORT FOR OUR OBJECTIVES WHICH ARE PRIMARILY ORIENTED TOWARDS DEVELOPMENT. ONLY IN ONE RESPECT DO I FIND MYSELF ON A DIFFERENT WAVELENGTH FROM AID/W, AND THAT IS OVER THAT ASPECT OF WASHINGTON POLICY WHICH KEEPS THE U.S. OUT OF MAJOR INFRASTRUCTURE PROJECTS, SUCH AS DAMS, IN THE SAHEL REGION. OTHER AGENCY ACTIVITIES IN SENEGAL - ICA, PC, DAO - RELATE IN HIGHLY SUPPORTIVE FASHION TO MISSION GOALS AND OBJECTIVES.

3. FORM ZBB-1: PART I. STATE GORM SUBMISSIONS

1. TOTAL U.S. PERSONNEL 22

2. TOTAL FSL 32

3. TOTAL PERSONNEL RESOURCES AT THE MISSION

(I.E. "CURRENT LEVEL") 54

A. PACKAGE I (LINE 3 X 90 PERCENT) EQUALS 49

B. PACKAGE II (LINE 3 X 5 PERCENT) EQUALS 3

C. PACKAGE III (LINE 3 X 5 PERCENT) EQUALS 3

ABOVE FIGURE FOR AMERICAN COMPLEMENT DOES NOT INCLUDE TWO LIMITED OFFICIAL USE

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FBO OFFICERS SHOWN IN REF (C). ONE DEPARTED POST IN FEB 78; OTHER FBO OFFICER LEAVES 15 MAY 78. FOR THIS SUBMISSION ONE AMERICAN POSITION EQUALS SEVEN LOCAL POSITIONS.

4. FORM ZBB-2: ZERO BASE BUDGETING FY-1980 PERSONNEL RESOURCE WORKSHEET

(LEFT HALF OF CHART)

		PACKAGE I					
	AMER.	AMER.	FSL	AMER.	AMER.	FSL	
FUNCTION	OFF.	STAFF		OFF.	STAFF		
EXEC	2	2	2	2	2	2	
POL/LABOR	3	2		1	2		
E/C	1	-	2	1	-	2	
CONS	1	-	1	1	-	1	
ADMIN	11	-	27	10	-	27	
TOTAL THIS							
PACKAGE	18	-	32	15	4	32	
CUMULATIVE							
TOTAL	18	4	32	15	4	32	

(RIGHT HALF OF CHART)

PACKAGE II PACKAGE III

	AMER.	AMER.	FSL	AMER.	AMER.	FSL
	OFF.	STAFF		OFF.	STAFF	
EXEC.	-	-	-	-	-	-
POL/LABOR	1	-	-	1	-	-
E/C	-	-	-	-	-	-
CONS	-	-	-	-	-	-
ADMIN	-	-	-	1	-	-
TOTAL THIS						
PACKAGE	1	-	-	2	-	-
CUMULATIVE						
TOTAL	16	4	32	18	4	32

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ACTION AF-10

INFO OCT-01 ISO-00 ONY-00 /011 W
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R 010800Z MAY 78
FM AMEMBASSY DAKAR
TO SECSTATE WASHDC 3884

LIMITED OFFICIAL USE SECTION 2 OF 6 DAKAR 3212

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

5. FORM ZBB-3: PACKAGE I

1. DECISION UNIT NAME: SENEGAL
2. PACKAGE I OF IV
3. ACTIVITY DESCRIPTION:

AT THE MINIMUM LEVEL, LESS THAN 90 PERCENT OF ITS CURRENT
LEVEL POSITIONS, EMBASSY DAKAR WOULD BE REQUIRED TO RELINQUISH
THREE AMERICAN OFFICER POSITIONS, THE JUNIOR POLITICAL OFFICER,
REGIONAL LABOR OFFICER AND THE MISSION NURSE. AT THIS
MINIMUM LEVEL, THE EMBASSY CAN CONTINUE TO PURSUE EFFECTIVELY
US GOALS AND OBJECTIVES IN SENEGAL AND TO CONTINUE THE
ESSENTIAL ACTIVITIES OF THE U.S. EMBASSY HERE. EMBASSY
ACTIVITIES PRINCIPALLY AFFECTED WOULD BE LABOR REPORTING,
AND TO A LESSER EXTENT, POLITICAL COVERAGE, ALTHOUGH THE
EMBASSY WOULD BE ABLE TO CONTINUE WITH ESSENTIAL
REPORTING ACTIVITIES. THE LOSS OF THE EMBASSY NURSE WOULD
HAVE, WE BELIEVE, A TEMPORARY IMPACT ON THE MORALE OF THE
MISSION COMMUNITY, BUT WE BELIEVE A SATISFACTORY INTERIM
SOLUTION COULD BE FOUND. WE DO NOT BELIEVE THAT THERE

COULD BE FURTHER CURTBACKS ON THE SUBSTANTIVE AND CONSULAR SIDES OF THE EMBASSY PRESENCE IN DAKAR SINCE THESE REDUCTIONS WOULD BRING US DOWN TO ONE-MAN FUNCTIONAL UNITS FOR POLITICAL, ECONOMIC, AND CONSULAR. AT THE 90 PERCENT LEVEL, THE SIX-MAN EXECUTIVE STAFF (TWO OFFICERS, TWO STAFF AND LIMITED OFFICIAL USE

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TWO FSL'S) COULD CONTINUE, WITH THE SAME SUPPORT AND INPUT NOW RECEIVED FROM MISSION STAFF, TO PROVIDE LEADERSHIP, POLICY GUIDANCE, AND MANAGEMENT DIRECTION FOR THE MISSION. SIGNIFICANT ACTIVITIES IN SUPPORT OF U.S. ECONOMIC (III), POLITICAL (IV), AND CULTURAL GOALS (V) WOULD NOT BE AFFECTED. THE TWO-MAN POLITICAL/ECONOMIC/LABOR SECTION (ONE POLITICAL OFFICER CHIEF, ONE E/C OFFICER, ONE STAFF, TWO FSL'S) WOULD CONTINUE ITS SELECTIVE REPORTING ON SIGNIFICANT DOMESTIC DEVELOPMENTS AND REGIONAL AFRICAN POLITICS AND ITS ACROSS-THE-BOARD REPRESENTATIONS TO THE GOS ON POLITICLA, ECONOMIC AND OTHER ISSUES. THIS SECTION WOULD ALSO BE EXPECTED TO CONTINUE AS A MAJOR SOURCE OF POLICY FORMULATION. THE SENEGALESE LABOR SCENE WOULD BE ADEQUATELY BUT NOT BOUNTIFLFLY COVERED BY THE SECTION CHIEF (HE HAS BEEN DOING THIS FOR SIX MONTHS BECAUSE OF A LONG GAP), SECONDED BY THE DCM. THE E/C SECTION WOULD NOT BE AFFECTED BY A REDUCTION TO NINETY PERCENT OF OUR CURRENT LEVEL. THE E/C SECTION WOULD CONTINUE TO CONCENTRATE ON OPPORTUNITIES FOR AMERICAN INVESTMENT, FACILITATING US-SENEGALESE NEGOTIATIONS IN VARIOUS FIELDS, ENCOURAGING US-SENEGAL BUSINESS TIES, AND PROMOTING U.S. EXPORTS IN KEEPING WITH GOAL III.2: ALTHOUGH THE CONSULAR SECTION WOULD NOT BE REDUCED UNDER THE 90 PERCENT LEVEL PROJECTION, ITS WORKLOAD WOULD NONETHELESS BE EXPECTED TO INCREASE DUE TO THE PHENOMENAL SUCCESS OF INEXPENSIVE TOURIST CHARTERS FROM THE UNITED STATES TO SENEGAL (FROM 4,000 AMERICANS IN 1977 TO AN EXPECTED 12,000 DURING THE 78-79 TOURIST SEASON). THE ADMINISTRATIVE SECTION WOULD CONTINUE TO PROVIDE ESSENTIAL SERVICES, ALTHOUGH WORKLOAD TRENDS ARE DEFINITELY INCREASING BECAUSE OF EMBASSY DAKAR'S EXPANDING ROLE AS A SUPPLIER OF KEY SERVICES TO NEIGHBORING POSTS WHICH IN TURN ARE INCREASING IN SIZE AS THE LARGE SAHEL DEVELOPMENT LIMITED OFFICIAL USE

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PROGRAM BECOMES STAFFED OUT. THE LOSS OF THE EMBASSY NURSE WOULD MEAN A REDUCTION IN THE LEVEL OF MEDICAL SERVICES AVAILABLE TO MISSION PERSONNEL. IT IS POSSIBLE THAT THIS SITUATION COULD BE REMEDIED BY HIRE

OF A LOCAL AMERICAN NURSE.

4. RESOURCE REQUIREMENTS

	THIS PKG FY 80			
	FY 78	FY 79	ONLY	CUMUL.
OFFICERS	18	17	15	15
STAFF	4	4	4	4
FSL'S	32	32	32	32
TOTALS	54	53	51	51

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

AT THE MINIMUM LEVEL OF LESS THAN 90 PERCENT OF ITS CURRENT LEVEL OF POSITIONS, EMBASSY DAKAR COULD CONTINUE TO PURSUE AGREED GOAL& AND OBJECTIVES EFFECTIVELY. OUR PRIMARY GOALS IN SENEGAL, TO INCREASE FOOD SUPPLY AND IMPROVED QUALITY OF LIFE IN RURAL AREAS THROUGH AN EFFECTIVE AID PROGRAM (I), AND TO FOSTER A MULTIDONOR APPROACH TO REGIONAL ECONOMIC DEVELOPMENT (II) WOULD CONTINUE TO RECEIVE THE MISSION'S PRIORITY ATTENTION. WITH THE LOSS OF A JUNIOR POLITICAL OFFICER, THERE WOULD BE SOMEWHAT REDUCED COVERAGE OF THE LOCAL POLITICAL SCENE, BUT THE EMBASSY WOULD BE ABLE TO STAY ON TOP OF ALL ESSENTIAL POLITICAL REQUIREMENTS. THE LOSS OF THE REGIONAL POLITICAL OFFICER WOULD BE MORE SEVERELY FELT ON THREE ACCOUNTS: FIRST, HE IS TRADITIONALLY THE EMBASSY'S LINK TO NON-ESTABLISHMENT SENEGAL; SECOND, HE HAS LABOR REPORTING AND REPRESENTATIONAL RESPONSIBILITIES IN SOME NINE COUNTRIES OF WEST AFRICA; AND THIRD, HE IS TRADITIONALLY THE OFFICER IN CHARGE OF THE AMBASSADOR'S SELF-HELP FUND, A \$100,000 A YEAR ACTIVITY WHICH HAS EARNED ENORMOUS GOODWILL FOR THE U.S. IN RURAL DISTRICTS AND WHICH HAS GREATLY REINFORCED THE POSITIVE IMPACT OF THE LIMITED OFFICIAL USE

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PEACE CORPS VOLUNTEERS IN SENEGAL.

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ACTION AF-10

INFO OCT-01 ISO-00 ONY-00 /011 W

-----123527 011451Z /50R

R 010800Z MAY 78
FM AMEMBASSY DAKAR
TO SECSTATE WASHDC 3885

LIMITED OFFICIAL USE SECTION 3 OF 6 DAKAR 3212

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

6. FORM ZBB-3: PACKAGE II

1. DECISION UNIT: SENEGAL
2. PACKAGE II OF IV
3. ACTIVITY DESCRIPTION

AT THIS LEVEL, REPORTING AND EMBASSY PRESENCE ON THE
SENEGALESE LABOR SCENE WOULD BE RESTORED, ALONG WITH THE
RESTITUTION OF THE TRADITIONAL REGIONAL LABOR REPORTING AND
REPRESENTATIONAL RESPONSIBILITIES OF THE REGIONAL POLITICAL/
LABOR OFFICER. RESPONSIBILITY FOR MANAGEMENT OF THE
AMBASSADOR'S SELF-HELP FUND COULD BE SHIFTED FROM THE
CONSULAR OFFICER, WHOSE WORKLOAD IS EXPECTED TO INCREASE
SUBSTANTIALLY IN 78, 79 AND 80, BACK TO THE LABOR OFFICER.

4. RESOURCE REQUIREMENTS

	THIS PKG FY 80			
	FY 78	FY 79	ONLY	CUMUL.
US OFFICERS	18	17	1	16
US STAFF	4	4	-	4
FSL'S	32	32		32
TOTALS	54	53	1	52

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES,
AND ESSENTIAL ACTIVITIES:
VOLUME AND SCOPE OF POLITICAL REPORTING WILL DECREASE
SOMEWHAT DUE TO THE NON-AVAILABILITY OF THE JUNIOR
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POLITICAL OFFICER. MISSION ABILITY TO CONCENTRATE ON
ALL MAJOR GOALS AND OBJECTIVES, HOWEVER, WILL NOT BE
IMPAIRED. QUALITY OF MEDICAL SERVICES, BECAUSE OF THE
ELIMINATION OF THE AMERICAN NURSE POSITION, WOULD DECLINE,
WITH SOME DOWNWARD EFFECT ON POST MORALE.

7. FORM ZBB-3: PACKAGE III

1. DECISION UNIT: SENEGAL
2. PACKAGE III OF IV
3. ACTIVITY DESCRIPTION

ALL CURRENT EMBASSY ACTIVITIES WOULD BE CARRIED ON IN
SUPPORT OF THE STATED SEVEN MAJOR GOALS AND OBJECTIVES
IN SENEGAL.

4. RESOURCE REQUIREMENTS

	THIS PKG FY 80			
	FY 78	FY 79	ONLY	CUMUL.
U.S. OFFICERS	18	17	2	18
U.S. STAFF	4	4		4
FSL'S	32	32		32
TOTALS	54	53	2	54

(5) IMPACT STATEMENT

THIS CURRENT LEVEL, CONTINUED ON TO FY 1980, POSES A SERIOUS PROBLEM FOR THE EMBASSY IN THE ADMINISTRATIVE AREA. DURING THE PAST THREE YEARS, MISSIONS IN COUNTRIES NEIGHBORING SENEGAL HAVE DOUBLED AND TRIPLED IN SIZE; NEW EMBASSIES HAVE BEEN OPENED. DAKAR, WITH NO INCREASE IN PERSONNEL EXCEPT FOR A NEW REGIONAL PERSONNEL OFFICER IN APRIL 77, HAS BEEN SUPPLYING THESE POSTS WITH AN EVER-INCREASING VOLUME OF ADMINISTRATIVE SERVICES - SHIPPING, TRAVEL AND TRANSPORTATION, PROCUREMENT OF SUPPLIES, POUCHES AND COMMUNICATIONS, AND PERSONAL SERVICES. IT IS QUESTIONABLE THAT THE EMBASSY CAN CONTINUE TO SUPPORT THESE GROWING REGIONAL REQUIREMENTS WITHOUT ADDITIONAL OFFICERS AND LIMITED OFFICIAL USE

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LOCAL STAFF IN ADMIN.

8. FOPM ZBB-3: PACKAGE IV

1. DECISION UNIT: SENEGAL

2. PACKAGE IV OF IV

3. ACTIVITY DESCRIPTION

WITH TWO MORE OFFICERS, PLUS FOUR ADDITIONAL LOCALS, THE EMBASSY ADMINISTRATIVE SECTION WOULD BE ABLE TO MAINTAIN AND FURTHER IMPROVE THE QUALITY AND SCOPE OF ADMINISTRATIVE SERVICES WHICH IT PROVIDES TO EMBASSIES NOUAKCHOTT, BAMAKO, CONAKRY, GUINEA-BISSAU, BANJUL AND PRAIA.

4. RESOURCE REQUIREMENTS

	THIS PKG FY 80			
	FY 78	FY 79	ONLY	CUMUL.
U.S. OFFICERS	18	17	2	20
U.S. STAFF	4	4		4
FSL'S	32	32	4	36
TOTALS	54	53	6	60

5. IMPACK STATEMENT

THIS ADDITION OF ADMINISTRATIVE PERSONNEL RESOURCES WOULD ASSIST SUBSTANTIALLY IN THE ACHIEVEMENT OF GOAL/OBJECTIVE VII FOR "CONTINUING AND IMPROVING THE QUALITY AND SCOPE OF THE SUPPORT WHICH THE MISSION IN DAKAR PROVIDES TO NEIGHBORING POSTS" AND "SUPPORTING AND FACILITATING THE WORK OF DAKAR-BASED OFFICERS WITH REGIONAL RESPONSIBILITIES - THE REGIONAL MEDICAL OFFICERS, STATE AND PEACE CORPS, THE DEFENSE ATTACHE, THE REGIONAL PERSONNEL OFFICER, AND THE REGIONAL LABOR OFFICER."7

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INFO OCT-01 ISO-00 ONY-00 /011 W
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R 010800Z MAY 78
FM AMEMBASSY DAKAR
TO SECSTATE WASHDC 3886

LIMITED OFFICIAL USE SECTION 4 OF 6 DAKAR 3212

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

9. COMMENT ON STATE PROGRAMS AND ACTIVITIES TO WHICH
SIGNIFICANT NON-SALARY FUNDING IS ALLOCATED:
A REVIEW OF THE PROGRAM BUDGET FOR THIS POST INDICATES THAT
OF A TOTAL FISCAL YEAR 1978 FUNDING GOAL OF \$903,000,
APPROXIMATELY 17.7 PERCENT IS SPENT ON PERSONNEL COSTS.
THESE COSTS INCLUDE ALLOWANCES, LOCAL SALARIES, OVERTIME
FOR BOTH LOCAL AND AMERICANS, R&R TRAVEL, MEDICAL TRAVEL,
IETC. THE REMAINDER OF THE BUDGET, ON A PERCENTAGE BASIS IS
BROKEN DOWN AS FOLLOWS:

FIELD TRAVEL	1 PERCENT
TRANSPORTATION	2.8
TELEPHONES	.5
UTILITIES	15.3
RENTAL OF RESIDENTIAL UNITS	20.7
PRINTING	.3
MAINTENANCE AND REPAIR OF OF RESIDENTIAL UNITS	6.8
MAINTENANCE AND REPAIR OF OFFICIAL VEHICLES	1.8
OFFICIAL RESIDENCE EXPENSE FOR AMBASSADOR & DCM	4.2
OTHER CONTRACTUAL COSTS	12.8
ADMINISTRATIVE SUPPLIES	9.8

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FURNISHINGS AND EQUIPMENT FOR

GOVERNMENT-LEASED PROPERTIES 6.3

IN ADDITION TO THESE EXPENSES, THE POST HAS A REPRESENTATION BUDGET OF \$9,000 AND RECEIVES APPROXIMATELY \$5,000 FROM FSI FOR FRENCH LANGUAGE TRAINING.

THE COMMERCIAL LIBRARY OF THIS POST UTILIZES ABOUT \$1,000 PER YEAR WHICH IS USED PRIMARILY FOR SUBSCRIPTIONS. WE DO NOT HAVE A CONSULAR AUTOMATION PROGRAM.

OTHER CONTRACT SERVICES WHICH ACCOUNT FOR 12.8 PERCENT OF THIS BUDGET, AMOUNTING TO \$115,500, IS USED PRIMARILY FOR THE PROCUREMENT OF GUARDS AT INDIVIDUAL RESIDENCES. IT HAS BEEN DETERMINED THAT SUCH GUARD SERVICES ARE MANDATORY IN DAKAR. IN THE LAST THREE MONTHS, EVEN WITH GUARDS IN PLACE, WE HAVE EXPERIENCED THREE ACTUAL BREAK-INS AND ONE ATTEMPTED BREAK-IN. CURTAILING THIS SERVICE WOULD POSE VERY SERIOUS MORALE PROBLEMS AT THIS POST. IT MAY BE POSSIBLE TO CURTAIL THE PROCUREMENT OF FURNISHINGS AND EQUIPMENT FOR OUR PROGRAM OFFICERS, BUT THIS ALSO SEEMS TO ME TO BE A SHORT-TERM ECONOMY WHICH WOULD PROBABLY COST THE DEPARTMENT MORE IN FUTURE YEARS THAN ANY INITIAL SAVINGS MIGHT INDICATE.

ANOTHER WAY OF LOOKING AT THIS BUDGET IS THAT, IN FACT, MOST ITEMS ARE RELATED TO PERSONNEL IN PLACE. IT IS EXTREMELY DIFFICULT TO FORESEE HOW THIS EMBASSY COULD FUNCTION WITH FEWER PERSONNEL, EXCEPT THAT IN THE POLITICAL FIELD. IN ALL OTHER CATEGORIES OF PERSONNEL, THIS EMBASSY IS STAFFED WITH JUST ONE OFFICER. IN SUM IT APPEARS EXTREMELY DIFFICULT TO FORESEE A FUNDING LEVEL LESS THAN \$900,000 FOR THIS POST. IT IS POSSIBLE TO CONTINUE ALL PROGRAMS AT THE CURRENT LEVEL FOR THE FORESEEABLE FUTURE WITH THE EXCEPTION OF INFLATION FACTORS.

THE FAAS BUDGET FUNDING GOAL FOR FY 78 FOR THIS POST IS LIMITED OFFICIAL USE

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\$1,228,000. THIS BUDGET IS BROKEN DOWN AS FOLLOWS:

COST RELATED TO PERSONNEL	28.2 PERCENT
TRANSPORT OF POUCHES &	
GOVT. PROPERTY	6.1
RENTALS, UTILITIES, ETC.	19.6
PRINTING	.5
MAINTENANCE & REPAIR OF	
RESIDENTIAL UNITS	12.4
MAINTENANCE & REPAIR OF	
MOTOR VEHICLES	2.9
OTHER CONTRACT COSTS	13.9
ADMINISTRATIVE SUPPLIES	9.3
FURNISHINGS & EQUIPMENT	6.9
AWARDS	.2

APPROXIMATELY 40 PERCENT OF THIS BUDGET, OR \$500,000, IS

REIMBURSABLE FROM OTHER AGENCIES SERVICES BY EMBASSY PERSONNEL. THE GENERAL COMMENTS CONCERNING THE PROGRAM BUDGET RELATE AS WELL TO THE FAAS BUDGET. THIS EMBASSY, HOWEVER, HAS DURING THE LAST TWO YEARS, ATTEMPTED TO BRING ITS ADMINISTRATIVE STAFF AND PROCEDURES UP TO AN ACCEPTABLE MINIMAL STANDARD. HAVING JUST ARRIVED AT THIS LEVEL, IT IS VERY DIFFICULT FOR ME TO INDICATE AREAS WHICH MIGHT BE CURTAILED.

IT SHOULD BE NOTED THAT AT LEAST 20 PERCENT OF THE TIME OF THE ADMINISTRATIVE SECTION OF THIS EMBASSY IS SPENT PROVIDING SERVICES TO NEIGHBORING POSTS. THIS IS NECESSITATED BY DAKAR BEING THE TRANSPORTATION AND COMMUNICATION CENTER FOR THIS PART OF WEST AFRICA. I CAN FORESEE, HOWEVER, CONTINUING A VIABLE OPERATION AT THE SAME LEVEL AS THE 1978 ONE, BUT WOULD RECOMMEND AN INCREASE IN PERSONNEL AS STATED ABOVE.

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TO SECSTATE WASHDC 3887

LIMITED OFFICIAL USE SECTION 5 OF 6 DAKAR 3212

FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

10. PART II - EVALUATION OF GOALS, OBJECTIVES AND RESOURCE MANAGEMENT OF ALL AGENCIES WITH PERSONNEL SUBJECT TO AMBASSADOR'S SUPERVISION, COORDINATION AND DIRECTION.

IN THE AMBASSADOR'S OVERVIEW STATEMENT CONTAINED IN DAKAR'S A-17 OF 21 FEBRUARY 1978 (PP. 2-4) I HAVE ALREADY SUPPLIED THE TYPE OF EVALUATION OF OTHER AGENCIES REQUESTED IN PART II OF STATE 063477. THE SITUATION HAS NOT CHANGED IN THE INTERVENING TWO MONTHS. A PRECIS OF EACH AGENCY EVALUATION IS GIVEN BELOW, IN ORDER NOT TO REPEAT UNDULY INFORMATION ALREADY AVAILABLE IN WASHINGTON.

A. AID
FOR THE MOST PART I FIND THAT AID'S ACTIVITIES RELATE

CLOSELY TO THE MISSION'S POLICY GOALS WHICH ARE THEMSELVES
FOCUSED ON NATIONAL AND REGIONAL ECONOMIC DEVELOPMENT. WITH
VIRTUALLY ALL OF ITS BUDGET DEVOTED TO THE SAHEL DEVELOPMENT
PROGRAM, AID IS CURRENTLY OBLIGATING AT THE RATE OF APPROXI-
MATELY \$11 MILLION PER YEAR. IN ADDITION TO ITS REGULAR
PROGRAM OF \$5.0 MILLION DEVOTED TO PL-480, ABOUT \$6.5
MILLION IS BEING USED TO DEVELOP A NUMBER OF VERY WORTHWHILE
PROJECTS WHICH ARE CURRENTLY IN VARYING STAGES OF IMPLEMEN-
TATION. ALL OF THESE ARE DESIGNED
TO INCREASE FOOD PRODUCTION
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COMBINED WITH AUGMENTED HEALTH SERVICES TO THE RURAL POPU-
LATIONS. I HAVE BEEN FAVORABLY IMPRESSED WITH THE NOTICEABLE
MOMENTUM THAT ALL OF THESE PROJECTS POSSESS, AND I AM
REASONABLY OPTIMISTIC THAT USAID DAKAR WILL ACHIEVE
ITS SCHEDULED ANNUAL OBLIGATION LEVEL FOR SENEGAL OF
\$25 MILLION BY FY-1981. IN ADDITION, I AM HAPPY TO
NOTE THAT THE DESIGNS OF THESE PROJECTS ARE EMPHASIZING
AN AUGMENTED ROLE FOR WOMEN, AS WELL AS THE USE OF
ALTERNATE FORMS OF ENERGY.

IN ONE MAJOR AREA, HOWEVER, I FIND THAT AID'S PRIORITIES
DO NOT REFLECT THE MOST PRESSING DILEMMA IN THIS REGION.
SPECIFICALLY IT IS THAT ASPECT OF WASHINGTON POLICY WHICH
KEEPS THE U.S. OUT OF MAJOR INFRASTRUCTURE PROJECTS IN THE
SAHEL REGION. THIS POLICY GAP, I BELIEVE, FAILS TO
MEASURE UP TO THE FUNDAMENTAL LONGTERM REQUIREMENT OF THE
SAHEL DROUGHT AND WILL RESULT IN MAINTAINING THE SAHEL
COUNTRIES ON THE INTERNATIONAL DOLE INDEFINITELY. THE
RECURRENCE OF DROUGHT IN 1977 UNDERSCORES THE REQUIREMENT
FOR A LONG-TERM SOLUTION TO THIS CYCLICAL SCOURAGE.
EVERYONE I HAVE CONSULTED HERE OVER A WIDE SPECTRUM OF
PROFESSIONAL ACTIVITY FEELS THAT A PERMANENT SOLUTION TO
DESERTIFICATION CAN BE FOUND ONLY IN THE HARNESSING OF
THE WATER THAT IS AVAILABLE IN THE WESTERN SAHEL'S THREE
PRIMARY RIVER BASINS -- THE SENEGAL, THE GAMBIA AND THE
CASAMANCE. UNDER CURRENT INTERPRETATIONS OF CONGRESSIONAL
GUIDELINES, AID IS PRECLUDED FROM PARTICIPATING IN THESE
MAJOR INFRASTRUCTURE PROJECTS INVOLVING DAM CONSTRUCTION.
THESE MAJOR INFRASTRUCTURE PROJECTS ARE THE ONLY VEHICLE,
IN MY VIEW, TO TERMINATE THE SAHEL'S PERMANENT DEPENDENCE
ON THE INTERNATIONAL DOLE. IN THIS CONTEXT, I RECOMMEND THAT
AID BE REQUESTED TO ENGAGE IN AN INTENSIVE INTERNAL DISCUSSION
OF THIS PROBLEM, AND IF ITS CONCLUSION IS THE SAME AS OURS
HERE IN THE REGION, TO ENGAGE CONGRESS IN AN APPROPRIATE
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DIALOGUE. WE ARE, OF COURSE, ALREADY DOING SOME PROJECTS FOR THE OMVS, INCLUDING AN ENVIRONMENTAL IMPACT STUDY AND A REGIONAL MAPPING SCHEME. BUT UNLESS WE CHOOSE TO PARTICIPATE IN THE FINANCING OF MAJOR INFRASTRUCTURE TO THE TUNE OF ABOUT TEN PERCENT, I FEAR THESE PROJECTS MAY FAIL FOR LACK OF FUNDS. US PARTICIPATION WOULD NOT ONLY PROVIDE NEEDED FUNDING, BUT WOULD PROBABLY SERVE AS A BEACON FOR OTHER RELUCTANT SOURCES OF MONEY.

IN THE EVENT THERE IS NO CHANGE IN US POLICY REGARDING NON-PARTICIPATION IN THE FINANCING OF INFRASTRUCTURE PROJECTS, I RECOMMEND THAT THE FOUR-OFFICER AID UNIT STATIONED HERE IN DAKAR TO WORK WITH OMVS BE PHASED OUT BY THE END OF FY-1979 AND ITS ACTIVITIES ABSORBED BY THE REGULAR AID MISSION. AID'S PROGRAM AND ADMINISTRATIVE SUPPORT STAFF IS SCHEDULED TO INCREASE GRADUALLY THROUGH FY-80, WITH THE ADDITION OF THREE DIRECT-HIRE AMERICANS AND NINE DIRECT-HIRE LOCALS. THE INCREASE IN CONTRACT PERSONNEL WILL BE MUCH GREATER, FROM 15 TO 50 AMERICANS FY 78-FY 80 AND FROM 12 TO 42 LOCALS. THESE INCREASES ARE CONSISTENT WITH THE EXPANSION OF AID'S PROGRAMS, BUT CARE WILL HAVE TO BE EXERCISED TO ENSURE THAT THE BULK OF THE INCREASE BENEFITS PROJECT STAFF AND NOT HEADQUARTERS.

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FOR THE DEPUTY UNDERSECRETARY FOR MANAGEMENT
FROM THE AMBASSADOR

B. ICA

I BELIEVE ICA IS WELL EQUIPPED TO CARRY OUT ITS MISSION IN SENEGAL AT ITS CURRENT LEVEL OF FUNDING AND PERSONNEL RESOURCES. THE MIX OF ABOUT TWO-THIRDS INFORMATION AND ONE-THIRD CULTURAL IS ABOUT RIGHT. I AM PLEASED WITH ICA'S

EMPHASIS ON HUMAN RIGHTS, THE US RESPONSE TO THE NORTH-SOUTH ECONOMIC CHALLENGE, AND THE NEW LOOK IN US POLICY TOWARD AFRICA. I BELIEVE WE ARE GETTING THE MESSAGE ACROSS TO THE RIGHT PEOPLE, AND THAT ALL OF THE ELEMENTS OF THE MISSION ARE WELL COORDINATED FROM A PUBLIC AFFAIRS POINT OF VIEW.

C. PEACE CORPS

THE CURRENT PEACE CORPS PROGRAM WITH 100 VOLUNTEERS IS JUST ABOUT THE RIGHT SIZE FOR SENEGAL. THE PREVIOUS EMPHASIS ON ENGLISH TEACHING IS DIMINISHING IN FAVOR OF RURAL DEVELOPMENT ACTIVITIES, WHICH IS MOVEMENT IN THE RIGHT DIRECTION. I AM HOPING THAT BEFORE THE END OF FY 1979, THE SENEGALESE GOVERNMENT WILL FIND THE MEANS TO SUPPORT A FISH CULTURE PROGRAM WHICH THE PEACE CORPS HAS DONE SO WELL ELSEWHERE IN AFRICA AND IS READY TO DO HERE. THIS SHOULD FIT RIGHT IN WITH OUR OVERALL EMPHASIS ON FOOD PRODUCTION. I BELIEVE THE \$919,000 LIMITED OFFICIAL USE

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PEACE CORPS BUDGET (FY 78) WILL NEED ONLY THESE INCREASES REQUIRED TO STAY ABREAST OF INFLATION. AN INCREASE OF ONE AMERICAN WILL BE NEEDED IN CONNECTION WITH THE ESTABLISHMENT OF A REGIONAL PC TRAINING PROGRAM IN DAKAR. THIS SLIGHT INCREASE IN PC ACTIVITY WOULD SUPPORT THE MISSION'S NATIONAL AND REGIONAL GOALS AND OBJECTIVES.

D. DAO

THE DAO PRESENCE (FOUR DIRECT-HIRE AMERICANS, ONE FSL) IS SMALL BUT EFFECTIVE, AND HAS BEEN A KEY ELEMENT IN CARRYING OUT MISSION POLICY OBJECTIVES OF ENCOURAGING GOS OPPOSITION TO COMMUNIST BLOC AND OTHER MILITARY INTERVENTION IN AFRICA, AND PROVIDING MODERATE LEVELS OF ASSISTANCE TO ENHANCE SENEGAL'S MODEST DEFENSE CAPABILITY. THE DAO'S PRIORITIES MESH WELL WITH THOSE OF THE MISSION AS A WHOLE. THE DAO HAS BEEN PARTICULARLY EFFECTIVE AT INCREASING THE AREA OF US-SENEGALESE MILITARY COOPERATION WITHOUT EMBARKING ON COSTLY BILATERAL PROGRAMS (TRAINING, US NAVAL VISITS, USG AIRLIFT OF SENEGALESE UNIFIL FORCES TO SOUTH LEBANON, ETC.)

11. RANK ORDER OF ALL USG ACTIVITIES FALLING WITHIN THE 10 PERCENT (LISTED IN ORDER IN WHICH POSITIONS WOULD BE GIVEN UP):

- JUNIOR POLITICAL OFFICER (EMBASSY)
- NURSE (EMBASSY)
- JUNIOR OFFICER TRAINEE (ICA)
- HEADQUARTERS STAFF POSITION (PC)
- REGIONAL LABOR OFFICER (EMBASSY)
- DIRECT HIRE OFFICER (AID)

-- ADMINISTRATIVE ASSISTANT (DAO)

THE ABOVE IS BASED ON TOTAL MISSION RESOURCES IN FY 1978
OF 59 DIRECT HIRE AMERICANS AND 65 DIRECT HIRE LOCALS,
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OR AN EQUIVALENT OF 68 AMERICANS.
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